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ABSTRACT

The Florida Association of Community Colleges (FACC), comprised of individual faculty, career employees, administrators, and trustees, was organized to promote the development and advancement of Florida public community college education. At the fall 1989 FACC convention, a Long-Range Strategic Planning Committee was established. During the first phase of the planning process, the committee reviewed a series of broad questions concerning the structure and role of the FACC. In phase II, specific issues and questions of relevance to community college education in Florida were identified. In phase III, eight planning goals, to be addressed over a 5-year period, were developed: (1) mobilizing public support to influence legislation; (2) increasing FACC membership; (3) focusing statewide attention on international education; (4) supporting the growth of high technology; (5) increasing cooperation and coordination among community colleges; (6) enhancing communication and collegiality among community college groups; (7) increasing cooperation among all sectors of public education; and (8) supporting diversity through the involvement and enhancement of minority populations. This five-year strategic plan reviews the issues and questions identified during each phase of the planning process; outlines specific objectives for each of the eight goals identified in phase III; lists ongoing committee activities to implement these goals; and provides a detailed timeline of activities to be completed through December 1995. For each activity in the timeline, the committees, campus chapters, and other organizational entities responsible for implementation are identified. (PAA)

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Florida Association of Community Colleges

LONG RANGE STRATEGIC PLAN

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1990
LONG RANGE
STRATEGIC PLAN

FLORIDA ASSOCIATION
OF
COMMUNITY COLLEGES

PREFACE

What you are about to read is the result of many months of intensive work by the individuals listed in this publication and others, too numerous to mention, who were consulted by those individuals.

We are fortunate to have a dedicated Executive Director, Mr. Frank Casey, who provides the Association with continuity. However, to be truly effective an organization whose board changes substantially each year requires that a formal plan for the future be developed, followed and revised annually.

Furthermore, as a true partner in the future of Florida's Community College system, we must identify, study and respond to issues which affect our system. The development of this plan represents input from individual faculty members, career employees, administrators and presidents from our "great twenty-eight" community colleges. The Division of Community Colleges participated in the development of this plan as well.

A special thanks goes to Dr. Charles Spence, President of Florida Community College at Jacksonville and Chairman of the FACC Long Range Strategic Planning Committee. He devoted a great deal of time and talent to organizing this project and seeing it through to completion.

In 1991 the Planning and Development Committee of FACC will review the goals, objectives and suggested tasks. A report on the progress of these tasks will be included in the Planning and Development Report at the end of 1991. The plan will be updated accordingly.

Please read the plan and feel free to give your input to the FACC Board of Directors.

Sincerely,

Sharon Crow

Sharon Crow
President/Board Chair

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PURPOSE

This plan was developed by the FACC Long Range Strategic Planning Committee with input from all committees, commissions and regions. Additional input was provided by the members of the Council of Community College Presidents and personnel from the Division of Community Colleges. It provides a plan of action to improve the activities and efficiency of the Association and its participation in community college issues over the next five years.

The purpose of this project is to develop a plan for current and future FACC Boards and to provide continuity with a sense of direction. Under the FACC Bylaws, Article II the purpose of FACC is stated as follows:

"The purpose of this Association shall be to promote the development and advancement of Florida public community college education.

To this end the Association shall endeavor:

A. To serve as a comprehensive professional organization for anyone employed by, or associated with, Florida's public community colleges, hereinafter referred to as 'College(s)'.
B. To democratically represent the interests of all members, and to provide leadership in seeking solutions to matters of college concern.
C. To work for a continuing cooperative spirit among college trustees, administrators, faculty members and career employees.
D. To provide forums for the purpose of discussing and improving such matters in college educational programs, curriculum development, innovative administrative and instructional procedures, and the general professional environment.
E. To play an active role in promoting legislation beneficial to the college system and to disseminate information regarding pertinent legislation.
F. To facilitate communication, cooperation and articulation among the colleges and with all levels of education in Florida and the nation.
G. To promote public understanding and support of the Florida community college system.

In view of these goals, and in order to further promote these goals, the Association is hereby precluded from becoming involved in the collective bargaining process. The divergent groups represented by FACC, and the legal and professional obligations of these groups, mandate that the Association (meaning either the state-wide organization or a local campus chapter) cannot and will not participate in collective negotiations as a representative of either management or labor. Neither will the Association advocate, nor will it oppose, participation by any group of college employees in collective negotiations with their 'employer'."

Along those lines FACC strives to be a partner with the Division of Community Colleges, State Board of Community Colleges (SBCC) and the Council of Community College Presidents in maintaining and improving the community college system of Florida. It is the intent of this plan to

make FACC a more effective partner in the development, cultivation and maintenance of excellence in the Florida community college system.

This report is not meant to infringe upon the responsibilities of any of the above mentioned or other educational entities, but to provide assistance and input from FACC which represents individual faculty, career employees, administrators and trustees. This is an opportunity for those individuals represented by FACC to suggest opportunities for preparing for the future.

ASSUMPTIONS

This plan will remain flexible. Each year the Planning and Development Committee will study, revise and extend the plan to assure a continuous five year plan to guide the progress of the Association.

PHASE I

Phase I of this project began at the 1989 Fall FACC Convention when the newly appointed Long-Range Strategic Planning Committee was called together by incoming President/Board Chair Sharon Crow. The Committee was chaired by Dr. Charles Spence of Florida Community College at Jacksonville.

The following issues were identified as questions for the Committee to consider and determine if they were appropriate.

1) How should FACC respond to the national education agenda, the Governor's agenda; is there a need for increased legislative activities?

2) What do the past five years' FACC records yield about long-term planning?

3) What is the status of FACC's organization by region? Is it working? Are there sufficient professional area commissions addressing the professional development needs of our membership and potential membership?

4) Are there common links to each committee or commission from which ideas could be examined more holistically?

5) Should FACC be more associated with instruction-related issues?

6) Should trustees be more involved in FACC?

7) Should the image of FACC be examined and from whose standpoint — members, certain influential people as identified by the Committee? How can FACC enhance the community college image in the Florida community? Are there ways that FACC, as a network of dedicated community college people, can have an impact on the improvement of our system or any parts of it, specifically networking and speaking to emerging issues?

8) What role, if any, should FACC play in:
   a) Workforce 2000 issues?
   b) Statewide faculty development?
   c) Retention/dropouts?
   d) 2 + 2 partnerships?

9) Should the membership, dues structure, and benefits of membership in FACC be analyzed? As FACC becomes more sophisticated, are there other types of membership benefits beyond the current list which should be investigated? How can we increase membership and involvement? Is the structure of the FACC Board of Directors and Executive Committee efficient?

10) With the prospect of a building being owned and operated by FACC, what impact will that have on current staff, on insurance needs, legal protection and tax responsibilities? As our finances grow and we purchase services and goods and act as conduits for other businesses and services are bid procedures needed in certain cases? Do we need to expand FACC staff?

PHASE II

As the Committee deliberated major themes emerged which centered around the following needs:

- To identify and manage the Association's agenda for the future;
- To participate in the management of the growth of the community colleges by assuring a stable source of funding;
- To market the community college system;
- To involve external groups in political planning and lobbying for community colleges;
- To examine the implications of high technology on post- secondary education and training;
- To recognize the effect of internationalization of business on community colleges;
- To create the opportunity for greater participation of all employees in FACC through emphasis on region meetings; and
- To build a stronger educational community and political force by identifying commonalities among educational systems and ways to seek unified public and private support.

Since Florida appears destined to be a bellwether state, the first task of the committee was to identify the changes in Florida that would most likely impact community colleges in this decade. Consensus was reached on the following five trends:

- Increased high school dropouts and mounting illiteracy;
- Rapid technological changes;
- Increased numbers of minorities, females, older persons and handicapped in the workforce;
- Competition for education funds; and
- The internationalization of business.

As a result of the identified trends and needs, the following questions were addressed:

1) What are the changes in Florida that will most likely impact Florida's community colleges in this decade? The following were identified:

   a) The increasing number of high school dropouts and illiterates in the Florida population with its effects on available manpower, crime and welfare;
   b) Rapid technological changes that create training and retraining needs;
   c) The impact on community colleges of an increasingly diverse workforce, a majority of which is projected to be composed of minorities, females, older persons and handicapped;
   d) The need for educational institutions to compete for funds with mounting infrastructure needs; and
   e) The internationalization of business, requiring a more global perspective from educators.

2) What opportunities will be available to FACC in this decade? The following were identified:

   a) The ability to impact legislation, especially through improved lobbying efforts;
   b) Growth in membership through growth in the number of community college employees;
   c) The opportunity to take a leadership role in educating for a life-long perspective;
   d) World changes and a global economy resulting in the need to focus on international education; and
   e) The need to increase resources that should be available to community colleges by virtue of the increased need for technological training.

3) What forces in the state threaten the effectiveness of Florida's community colleges and FACC in this decade? The following were identified:

   a) Division of focus and effort among colleges, commissions, and employee classification groups;
   b) The "no new tax" inclination;
   c) Competitive lobbying among educational entities; and
   d) Competition for resources among community colleges.

4) What are the perceptions that indicate FACC could be more effective? The following were identified:

   a) Decreased membership growth as a result of apathy among members;
   b) The perception of FACC as an "ineffective" or "partying" organization;
   c) Failure of SBCC and the Council of Community College Presidents to view FACC as a third partner;
   d) Loss of political influence at the state level; and
   e) The lack of college support for FACC institutional dues.

5) What are FACC's greatest strengths? The following were identified:
   a) Its acceptance as an independent organization for lobbying;
   b) Its diversity of membership;
   c) Its partnership with the SBCC and the Council of Community College Presidents;
   d) Its increasing visibility; and
   e) The development of strong regions as the critical building blocks for the state organization.

6) How can FACC enhance its opportunities and make them become a reality? The following were identified:

   a) The development and implementation of a Long Range Strategic Plan and
   b) The annual review and revision of the Long Range Strategic Plan.

7) How can FACC eliminate or reduce the undermining forces facing it and overcome its weaknesses? The following were identified:

a) The development and implementation of a Long Range Strategic Plan and
b) The annual review and revision of the Long Range Strategic Plan.

This period of rapid change should bring numerous opportunities to FACC. The Committee next considered which of these opportunities should have greatest emphasis and attention from FACC and how FACC might appropriately respond. The major ideas from committee deliberations are as follows:

1) a) Mobilizing public support to impact legislation through the use of external lobbying power of business, industry and other governmental agencies who are constituents or potential constituents of community colleges and

b) through creating a meaningful data base that would show the impact of community colleges on Florida communities. Implementation of this idea would likely require increased lobbying staff and a plan and means to gather and manage data relevant to the impact of community colleges on state and local economies.

2) Increasing the membership of FACC through improving both the external and internal image of FACC. FACC currently enrolls approximately 50 percent of its eligible membership. Increased marketing efforts plus projected growth in community college employees over the next decade should create the potential for a higher percentage of membership and greater employee participation. Publications could be developed to be shared with legislators and other publics.

Internally, more emphasis could be placed on regional meetings, combining the regional meetings with chapter meetings of the hosting chapter; instituting first-time, low-cost memberships; using FACC membership for awards where feasible; identifying specific growth goals within each employee classification. Implementation of these ideas would likely require some growth in FACC staff to provide direction and assistance in marketing efforts throughout the state.

3) Focusing statewide attention on international education in recognition of changes in Florida's economy; seeking business and industry support of economic development activities of an international nature; focusing on global issues during the FACC convention; developing links with international associations to bring world leaders to Florida; and showcasing model international programs. Implementation of these ideas would be an extension of the marketing emphasis.

4) Supporting the growth of high technology in Florida and the concomitant need for instruction and training. A strongly felt need was

to get groups external to the community college system involved in promoting support for such high-tech programs. Suggestions centered around assistance with lobbying for state funds, development of high-tech business and industry partners, and support for the Florida High Technology and Industry Council. Within FACC, each commission could examine its role in high-tech issues, outstanding programs could be showcased, and a statewide forum on the topic could be sponsored by FACC.

In addition to moving toward and capitalizing upon its opportunities, the committee thought FACC should look at possible undermining forces and potential weaknesses in order to make an effective plan to avoid these erosive factors. The single biggest concern expressed was that of separatism and competition among community colleges, among employee groups of community colleges, and among K-12, community colleges, and 4-year colleges and universities. The following suggestions were made:

1) Increase cooperation and coordination among community colleges by developing a system to arrive at shared institutional priorities and concerns; using a group, representative of FACC membership, to monitor development of common issues, and report regularly to the State Board of Community Colleges, the Council of Community College Presidents and the FACC Board. Other mechanisms suggested were to customize the legislative "Blue Book" for local use, charging individual colleges for any costs for customized pages; change the FACC election process to have voting take place before the convention; consider changing the governance structure, formation of additional FACC commissions, strengthen the role of the executive committee, and utilize FACC vice presidents in a more visible and involved role. Consideration of the AACJC model of governance was suggested.

2) Enhance communication and collegiality among community college groups by developing convention and chapter programs to share the perspectives of all employee groups; arrange competitive events at the FACC convention so that different groups could observe the finalists' activities of each group; and recognize a model chapter which reflects optimum interaction among employee groups. There was strong support for professional development and optimization of employee participation which could come from closing the community colleges during the time of FACC's state meeting each year. Trustees would be included in the activities, with a statewide meeting of their own taking place simultaneously. Campus-based professional activities would be planned for all staff not at the state meeting as would be activities for students on selected high-interest topics.

3) Increase cooperation among K-12, community colleges, and 4-year colleges and universities by developing common strategic planning and common legislative priorities; find a common annual theme or agenda or topics, such as Workforce 2000, literacy and lottery funds; pursue common marketing or share programs; create emphasis on instructional disciplines across systems and organizations; invite other educational systems to FACC regional meetings to discuss common agendas; and give awards to the community colleges in areas where the best cooperative venture exists.

These insights and recommendations were offered to the FACC Board by the Committee as the basis of the Long Range Strategic Plan. The Committee believes greater awareness and attention to the issues identified in the Committee's work could significantly and positively affect FACC and Florida's community colleges.

PHASE III

After submission of the Committee's final report to the FACC Board of Directors, a workshop was held in conjunction with the June 1990 Board Meeting. The following major topics were assigned to group leaders to "storyboard" and develop strategies, time lines and assignments for implementation or study.

I. Mobilizing public support to impact legislation through a) the use of external lobbying power of business, industry, and other governmental agencies who are constituents or potential constituents of community colleges and b) through creation of a meaningful data base that would show the impact of community colleges on Florida communities.
II. Increasing FACC membership.
III. Focusing statewide attention on international education.
IV. Supporting growth of high technology.
V. Increasing cooperation and coordination among community colleges.
VI. Enhancing communication and collegiality among community college groups.
VII. Increasing cooperation among K-12, community colleges and 4-year colleges and universities.
VIII. Supporting the diversity of the community college system through the involvement and enhancement of minority populations.

These eight goals were discussed at length and the following objectives, tasks, assignments and time lines were determined to be reasonable.

ORGANIZATION OF THE PLAN

Eight goals have been identified. Each of these contain several objectives. Suggested tasks to accomplish each of these objectives also have been identified. Since each goal was studied by a separate subcommittee, some tasks were duplicated, that is, they apply to the attainment of more than one objective.

Each suggested task was assigned a time frame by each subcommittee. Some of these time frames are not necessarily the same for all objectives. Individuals and groups have been identified to take the leadership or a supportive role in these tasks, however, those identified are by no means inclusive.

To simplify the task of determining action by time periods, the goals and objectives are first listed. Each suggested task is then listed in time sequence and referenced to goals and objectives. Where one task was identified with more than one objective, the earliest time frame was

selected. The goals and objectives are referenced by roman numerals and capital letters enclosed in parentheses at the end of each task, i.e., (I-A) - Goal I, Objective A - or (II B and IV D) - Goal II, Objective B and Goal IV, Objective D.

This organization provides a time sequence for the accomplishment of various suggested tasks with a ready reference to the goal and objective that will be met.

GOALS AND OBJECTIVES

GOAL I

Utilize the external lobbying power of business, industry, and other governmental agencies who are constituents or potential constituents of community colleges to increase public support for legislation affecting the community colleges. Mobilize this support by creating a meaningful data base that shows the impact of community colleges on Florida communities.

OBJECTIVES

A. Identify entities to become involved and develop a network.
B. Identify a state-wide coordinator and a regional network to assist institutions in gathering, compiling, interpreting and disseminating data.
C. Produce a state-wide study showing the economic impact of the community colleges.
D. Maximize media attention for community college needs.
E. Broaden the community college lobbying base.

GOAL II

Increase membership in the Florida Association of Community Colleges.

OBJECTIVES

A. Maximize activities that enhance visibility at the chapter level for those members who cannot attend outside activities, by increasing involvement of all members and recognizing local expertise.
B. Produce a video for distribution to all chapters promoting the benefits of membership.
C. Concentrate membership recruiting efforts at the chapter level.
D. Continually publicize the benefits of membership to members and potential members.
E. Utilize publications of the Association to promote membership.
F. Maximize the use of the professional networking concept as a positive benefit of membership.
G. Increase involvement of trustees at the chapter, regional and state levels.
H. Produce and share videos of convention, commission or regional presenters and exemplary practice presenters with chapters, regions and commissions.

GOAL III

Focus statewide attention on the community college role in international education.

OBJECTIVES

A. Seek business and industry support for community college economic development activities of an international nature.
B. Focus on global issues during the FACC convention using "Internationalism" as the theme.
C. Develop links with international associations and participate in bringing world leaders to Florida.
D. Showcase model community college international programs.

GOAL IV

Support growth of high technology.

OBJECTIVES

A. Support and utilize the Florida High Technology and Industry Council.
B. Develop local partners in high technology.
C. Provide a state-wide forum on high technology issues.

GOAL V

Increase cooperation and coordination among community colleges.

OBJECTIVES

A. Maintain and expand communication through written, personal and electronic media.
B. Maximize opportunities for regional meetings.
C. Encourage the Council of Community College Presidents to cooperate fully in achieving system goals and meeting needs for community colleges.
D. Encourage regional representation on FACC Commissions and Committees.
E. Develop new methods for sharing information between and among community colleges.
F. Encourage joint projects among community colleges and other educational systems within the state.

GOAL VI

Enhance cooperation and interaction among various community college groups.

OBJECTIVES

A. Develop convention and chapter programs that encompass the perspectives of all employee groups.
B. Arrange competitive events at the FACC Convention so that different groups can observe finalist presentations of all groups.
C. Recognize model chapters reflecting optimum interaction among employee groups.
D. Support professional development and optimize employee participation in FACC activities by providing professional development workshops on all campuses during the Association's annual meeting.
E. Expand trustee participation in FACC activities.
F. Select high interest topics and plan campus-based professional activities for all staff and interested students not attending the state-wide meeting.

GOAL VII

Increase cooperation among K-12, community colleges and four-year institutions.

OBJECTIVES

A. Generate top to bottom support.
B. Involve students and the public.
C. Facilitate cooperative ventures and research projects.
D. Develop common themes and goals.
E. Formalize planning and cooperative agreements.

GOAL VIII

Support the diversity of the community college system through the involvement and enhancement of minority populations.

OBJECTIVES

A. Encourage commission growth by identifying diverse interests of members.
B. Encourage all colleges to address funding to positively impact minority involvement.
C. Develop programs to articulate with secondary schools.
D. Encourage support programs for minorities such as tutoring, mentoring, transportation and child care.
E. Support scholarship enhancements for minorities.
F. Establish recognition and awards for academic achievers.
G. Encourage minority employment with the community college system, including leadership positions.

TASKS

To accomplish these goals, many tasks were suggested. These tasks are organized by calendar in order of desired completion. Each task is referenced to goals and objectives. Some of the groups suggested to initiate, support and/or participate in the tasks are also identified.

Ongoing Activities

1. **Review registered lobbyist list and association directories.** (I A)
   FACC Staff, FACC Legislative Committee
2. **Year-round coordination among community college legislative liaisons, FACC, Division of Community Colleges and external groups.** (I E)
   FACC, Division of Community Colleges, Council of Community College Presidents, college legislative liaisons
3. **Devote one issue of *Current* to membership annually.** (II D)
   FACC Member Services Committee, FACC Staff
4. **Share FACC publications, i.e., *Current*, "Blue Book", newsletters and resource lists with regions, chapters and within chapter membership.** (II E)
   FACC Chapter Officers, FACC Region Officers, FACC Staff
5. **Utilize *Current*, "Perception", "Blue Book" and the alumni publication as the primary written communication media to members.** (V A)
   FACC Staff, FACC Board of Directors
6. **Utilize personal presentations by chapter, region, commission, committee, state officers and selected others at appropriate meetings.** (V A)
   FACC Board of Directors, FACC Staff, FACC Chapter Officers, Division of Community Colleges
7. **Utilize electronic media (telephone, facsimile machine, etc.) to communicate messages when immediate response or notification is necessary.** (V A)
   FACC Board of Directors, FACC Staff, FACC Region Officers, FACC Chapter Officers, Community College Presidents
8. **Schedule meetings of Region Directors at FACC Board meetings.** (V B)
   FACC Vice President, FACC Region Directors
9. **Collect names of FACC members, from all regions, who are willing and able to serve on committees.** (V D)
   FACC President, FACC Board of Directors, FACC Chapter Officers
10. **Collect names of FACC members from all regions who are willing and able to run for commission offices or serve on commission sub-committees.** (V D)
    FACC Commission Chairs, FACC Region Directors
11. **Encourage and facilitate increased involvement with the Florida Community College Activities Association.** (VII B)
    FACC Staff, FCCAA Staff, FACC Board of Directors, Council of Community College Presidents
12. **Use *Current* to publish input on outstanding cooperative efforts between community colleges and the districts they serve.** (V E and F, VII C)
    FACC Staff, FACC Chapter Officers

13. **Encourage and facilitate cooperation between community colleges and Regional Coordinating Councils.** (VII E)
    Community College Presidents
14. **Review current communications methods for effectiveness and appropriateness.** (V E)
    FACC Staff, FACC Board of Directors
15. **Review other similar associations' methods of communications to their various segments.** (V E)
    FACC Staff, FACC Board of Directors
16. **Showcase special awards and activities of each college in Current to highlight expertise in specialized areas.** (V A)
    FACC Staff, FACC Chapter Officers
17. **Encourage commission growth by identifying diverse interests of members.** (VI A and B, VIII A)
    FACC Board of Directors, Council of Community College Presidents, SBCC
18. **Encourage all colleges to address funding to positively impact minority involvement.** (VIII B, D and G)
    FACC Board of Directors, Council of Community College Presidents, SBCC, Division of Community Colleges
19. **Encourage support programs for minorities such as tutoring, mentoring, transportation and child care.** (VIII D)
    FACC Board of Directors, Council of Community College Presidents, SBCC, Division of Community Colleges
20. **Support scholarship enhancements for minorities.** (VIII E)
    FACC Board of Directors, Council of Community College Presidents, SBCC, Division of Community Colleges
21. **Establish recognition and awards for minority academic achievers.** (VIII F)
    FACC Board of Directors, Council of Community College Presidents, SBCC
22. **Encourage minority employment with the community college system, including leadership positions.** (VIII G)
    FACC Board of Directors, Council of Community College Presidents, SBCC, Division of Community Colleges
23. **Educate FACC members about the need for external lobbying and linkages.** (I E)
    FACC Regions, FACC Chapters, FACC Legislative Committee, FACC Legislative Consultant
24. **Increase involvement of FACC members on other educational boards (chambers, community, state and national groups).** (VII C)
    FACC Membership, Council of Community College Presidents, Community College System Executive Director

To Be Completed by the End of September 1990

1. **Select Economic Impact Model suitable for state-wide application.** (I C)
   FACC Visibility Committee, Division of Community Colleges
2. **Obtain support for economic impact study from Council of Business Officers and Council of Community College Presidents.** (I C)
   Community College Presidents, FACC Visibility Committee, FACC President, FACC Executive Director

To Be Completed by the End of October 1990

NOTE: These items should be ready for discussion at the 1990 Convention.

1. **Present FACC Long Range Strategic Plan to Council of Community College Presidents.** (V C)
   FACC President, FACC Executive Director, Chairman FACC Long Range Strategic Planning Committee
2. **Dedicate a major education session at the annual convention to the winner of each commission's competitive event.** (VI B)
   FACC Commission Chairs, FACC Board of Directors, FACC Convention Planning Team
3. **Formalize the theme concept for presentation to convention delegates.** (VII D)
   FACC President, FACC Board of Directors, FACC Executive Director
4. **Coordinate script and film footage currently on file for promotional video.** (II B)
   FACC Member Services Committee, FACC Executive Committee, FACC Staff
5. **Provide for a more active role for trustees at the annual convention.** (II G)
   Division of Community Colleges, FACC Trustees Commission, FACC Board of Directors, Convention Planning Team, Council of Community College Presidents

To Be Completed by the End of December 1990

NOTE: These items should be utilized at the January 1991 Leadership Training Conference.

1. **Emphasize membership benefits available to all employees.** (IV A)
   FACC Staff, FACC Members Services Committee, FACC Chapter Officers
2. **Revise "Chapter of the Year" award program to better emphasize all aspects of Association activities.** (VI A and C)
   FACC Board of Directors, FACC Awards Committee

To Be Completed by the End of January 1991

1. **Provide leadership training and develop leadership continuity by encouraging attendance at Leadership Training Conference in January and asking those in attendance to hold campus training sessions for chapter leaders unable to attend Leadership Training Conference.** (II C)
   FACC Board of Directors, FACC Staff, FACC Chapter Officers
2. **Involve more people in a broader range by giving specific tasks, identifying inactive members and getting support from key administrators.** (II C)
   FACC Chapter Officers

3. **Utilize on-site expertise for FACC chapter, region and commission programs.** (II A)
   FACC Chapter Officers
4. **Plan chapter activities to encourage professional and social interaction among FACC members and/or potential FACC members.** (II C and VI A)
   FACC Chapter Officers
5. **Involve trustees in planning activities.** (VI E)
   FACC Board of Directors, FACC Planning and Development Committee, Community College Presidents, SBCC
6. **Include trustees on committee to implement FACC plan.** (VI E)
   FACC Board of Directors, Council of Community College Presidents, SBCC
7. **Undertake a major effort to involve the Commissioner of Education in programming.** (VII A)
   FACC Executive Director, Executive Director of the Community College System, FACC President

To Be Completed by the End of February 1991

1. **Create an ad hoc committee to study the current FACC membership mechanism to determine its effectiveness and/or need for additional structure.** (II A)
   FACC President, FACC Board of Directors, FACC Member Services Committee, FACC Staff
2. **Promote networking through commission activities, region activities and chapter functions.** (II F)
   FACC Commission Members, FACC Chapter Officers, FACC Region Officers, FACC President-Elect, FACC Vice President

To Be Completed by the End of March 1991

1. **Inform members of membership benefits through region director reports or other communications.** (II D)
   FACC Region Officers, FACC Chapter Officers
2. **Theme nominations for 1992 should be solicited from commissions and regions.** (VII D)
   FACC Board of Directors, FACC Staff, FACC Membership, FACC President-Elect, FACC Vice President

To Be Completed by the End of April 1991

1. **Establish an FACC ad hoc committee to collect information, set direction of activities, and study the possibility of a new commission to address the issue of the community college role in international education.** (III A)
   FACC President, Council of Community College Presidents, Division of Community Colleges, Postsecondary Education Planning Commission, Executive Director

To Be Completed by the End of June 1991

1. **Adopt a theme for 1992 to be used for programming at the state, region and chapter levels.** (VI A and VII D)
   FACC Board of Directors, Council of Community College Presidents, Division of Community Colleges
2. **Utilize adopted theme in membership materials as well as for all FACC functions.** (VII D)
   FACC Staff, FACC Board of Directors

To Be Completed by the End of August 1991

1. **Investigate opportunities for joint projects among community colleges.** (V F)
   FACC Region Officers, FACC Board of Directors, Division of Community Colleges, Community College Presidents
2. **Share FACC publications, i.e., "Blue Book", *Current* and the alumni recognition publication with external groups.** (II E)
   FACC Chapter Officers, FACC Board of Directors, FACC Staff, Community College Presidents
3. **Identify liaison person in Division of Community Colleges to compile economic impact data.** (I C)
   Division of Community Colleges, FACC Board of Directors, FACC Staff
4. **Reactivate state-wide marketing task force.** (I D)
   Division of Community Colleges, FACC Board of Directors

To Be Completed by the End of November 1991

1. **Encourage and facilitate periodic meetings between all education systems and associations.** (VII A)
   FACC Executive Director, Commissioner of Education, SBCC, FACC Board of Directors
2. **Increase and catalog FACC base of information concerning current cooperative efforts between education systems.** (VII C)
   FACC Staff, Division of Community Colleges
3. **Encourage and facilitate chapters to include community leaders and other education systems in programs.** (III A, IV B and IV F)
   FACC Chapter Officers, Community College Presidents
4. **Set some common goals for all regions for the year.** (V B)
   FACC Vice President, FACC Region Officers, FACC Staff
5. **Maximize communication opportunities among commissions.** (VI A)
   FACC Commission Chairs, FACC President-Elect
6. **Each Chapter develop a "Member of the Month" program to recognize all campus groups and their input into the chapters.** (VI C)
   FACC Chapter Officers

To Be Completed Prior to Convention 1991

1. **Study the possibility that the Region Deputy Directors be considered the Membership Committee to work with the chapter membership chairs and supported by the FACC staff services.** (II C)
   Ad Hoc Membership Study Committee
2. **Report of Ad Hoc Committee to study membership mechanism.** (II A)
   Ad Hoc Membership Study Committee

To Be Completed by the End of January 1992

1. **Study and review concept of more media attention with Institutional Advancement Commission.** (I D)
   FACC Institutional Advancement Commission, FACC President, FACC Staff

To Be Completed by the End of February 1992

1. **Select international keynote speakers or a high-powered panel for the convention.** (III B)
   FACC Staff, Division of Community Colleges, Council of Community College Presidents, FACC President, FACC Convention Planning Team
2. **Develop better communication among different groups on the campus.** (V C)
   FACC Chapter Officers

To Be Completed by the End of March 1992

1. **Develop international programs for commission meetings at the convention.** (III B)
   FACC Commissions
2. **Invite international vendors to participate in the convention.** (III B)
   FACC Staff
3. **Invite international students to participate in talent presentations at the convention.** (III B)
   Council of Community College Presidents, FACC Convention Planning Team, Florida Community College Activities Association
4. **Hold a separate exemplary practice competition for international programs.** (III D)
   FACC Board of Directors, FACC Ad Hoc Committee
5. **Lobby for incentives for cooperative efforts between and among community colleges and other groups.** (I E)
   FACC President, FACC Executive Director, FACC Legislative Consultant, Division of Community Colleges, Council of Community College Presidents, FACC Legislative Committee
6. **Involve trustees in chapter and region programs.** (II G)
   Community College Presidents, FACC Chapter Officers
7. **Appoint an ad hoc committee on public awareness and student involvement.** (V A and F, VII B)
   FACC President

To Be Completed by the End of April 1992

1. **Establish a High Tech Partnership Award.** (IV B)
   FACC Occupational Education Commission, Council of Community College Presidents
2. **Develop assurance in the convention planning process that conflicting events will not be scheduled during the education sessions dedicated to the winner of each commission's competition.** (VI B)
   FACC Commission Chairs, FACC Board of Directors, FACC Convention Planning Team

To Be Completed by the End of May 1992

1. **Survey existing high-tech partners to gather testimony for brochure for Florida High Technology and Industry Council revealing what community colleges are doing.** (IV B)
   Division of Community Colleges

To Be Completed by the End of June 1992

1. **Contact embassies and consulates.** (III C)
   FACC Ad Hoc Committee
2. **Utilize Fulbright Scholars as a resource.** (III C)
   FACC Chapters, FACC Ad Hoc Committee, FACC Board of Directors
3. **Identify and compile individual community colleges' external linkages list.** (I A)
   Council of Community College Presidents, FACC Legislative Committee, Division of Community Colleges
4. **Study and design a network plan for maximum lobbying efforts.** (I B)
   Division of Community Colleges, FACC Board of Directors, Council of Community College Presidents
5. **Establish a Blue Ribbon Commission of state business and industry leaders in international areas which would advise FACC, the Division of Community Colleges, and the Council of Community College Presidents on present activities, perceived needs and possible activities.** (III A)
   FACC President, Council of Community College Presidents, Division of Community Colleges, SBCC
6. **Initiate discussions on joint efforts at regional and statewide meetings.** (V F)
   FACC Region Directors, FACC Board of Directors, Division of Community Colleges, SBCC

To Be Completed by the End of September 1992

1. **Coordinate speaking schedule of international speakers to get the maximum utilization of money spent to bring the speakers to Florida.** (III C)
   FACC Staff, Council of Community College Presidents, Division of Community Colleges, FACC Board of Directors

2. **Identify a state-wide coordinator for mobilizing public support and lobbying.** (I B)
   FACC Staff, FACC President, Division of Community Colleges, Council of Community College Presidents
3. **Complete a survey of what community colleges are doing that fits the "Industry and Business/International Education" category, e.g., language training, skills training, and monetary support from organizations for education related to these areas.** (III A)
   Division of Community Colleges
4. **Develop local high tech committees.** (IV B)
   Community College Presidents

To Be Completed Prior to Convention 1992

1. **Encourage local boards of trustees or presidents, State Board members, and the Executive Director of the Community College System and the FACC Executive Director to meet with media editorial boards to discuss higher education issues.** (I D)
   FACC Board of Directors, Community College Presidents, Division of Community Colleges, SBCC, FACC Executive Director
2. **Develop a state-wide "Trustee of the Year" Award.** (VI E)
   FACC Board of Directors, FACC Trustees Commission, FACC Awards Committee, SBCC
3. **Adopt one of the state education Commissioner's annual plan goals.** (VII E)
   FACC Board of Directors
4. **Develop a position paper on the maximum utilization of the Florida High Technology and Industry Council.** (IV A)
   FACC Occupational Education Commission, FACC Board of Directors, State Board of Community College Economic Development Committee
5. **Develop a high tech plan on opportunities for handicapped or developmentally disabled persons.** (IV B)
   FACC Occupational Education Commission, FACC Equity Commission, Division of Community Colleges
6. **Develop publication highlighting exemplary practices to disseminate to public groups.** (VII B)
   FACC Staff, FACC Board of Directors, Division of Community Colleges

To Be Completed by the End of December 1992

1. **Determine who within the community college system has the connections with identified external groups.** (I A)
   Division of Community Colleges, FACC Legislative Committee, FACC Executive Director, Council of Community College Presidents

To Be Completed by the End of January 1993

1. **Develop a publication to showcase exemplary international educational programs.** (III D)
   Division of Community Colleges, FACC Ad Hoc Committee, FACC Staff

To Be Completed by March of 1993

1. **Encourage trustee lobbying assistance.** (I E)
   Council of Community College Presidents, FACC Trustees Commission, Division of Community Colleges
2. **Involve state decision makers from all education systems in region programs.** (VII A)
   FACC Executive Director, FACC President, Division of Community Colleges, Council of Community College Presidents, FACC Vice President
3. **Use high technology as an annual convention theme.** (IV C)
   FACC Board of Directors, FACC Convention Planning Team, FACC Occupational Education Commission
4. **Develop commission programs with a high tech theme.** (IV C)
   FACC Commissions
5. **Invite vendors with high tech wares and processes.** (IV C)
   FACC Staff
6. **Increase visibility by inviting students and public leaders to Legislative Breakfast, by publicizing annual FACC Alumni Awards, and by establishing the "Hall of Fame" award program.** (VII B)
   FACC Staff, FACC Board of Directors, Division of Community Colleges, SBCC, Council of Community College Presidents

To Be Completed by the End of April 1993

1. **Invite local education decision groups from all systems to participate in FACC chapter programs.** (VII A)
   FACC Chapter Officers, Community College Presidents

To Be Completed Prior to Convention 1993

1. **Develop a "Meet Your Trustee" program which brings a trustee on campus periodically to see firsthand the contributions of all segments of employees.** (VI E)
   FACC Chapter Officers, Community College Presidents
2. **Survey FACC members concerning networking opportunities between education systems.** (VII C)
   FACC Board of Directors
3. **Increase access with FIRN, BITNET and other telecommunications and data banks.** (VII C)
   Division of Community Colleges, Council of Community College Presidents, FACC Staff

To Be Completed by the End of November 1993

1. **Develop programs to articulate with secondary schools.** (VIII C)
   FACC Board of Directors, Council of Community College Presidents, SBCC

To Be Completed Prior to Convention 1994

1. **Develop program panels for all education systems.** (VII A)
   FACC Board of Directors
2. **Increase teleconferencing between education systems at the state level.** (VII A)
   FACC Executive Director, Executive Director of the Community College System, Commissioner of Education
3. **Utilize chapter, region and state meetings to discuss formal agreements with all education systems.** (VII E)
   FACC Board of Directors, FACC Chapter Officers
4. **Develop a Speakers Bureau highlighting commission competition award winners selected at each convention. Offer speakers bureau services to K-12 and to university system.** (VII B)
   FACC Staff
5. **Arrange for local showcasing of commission award winners on each community college campus or region.** (VI F)
   FACC Commission Chairs, FACC Region Officers, FACC Chapter Officers, FACC Awards Committee

To Be Completed by the End of January 1995

1. **Provide a framework to encourage co-op programs with business and industry in other countries.** (III A)
   Division of Community Colleges, Council of Community College Presidents, FACC Board of Directors, SBCC

To Be Completed by the End of March 1995

1. **Arrange staff development workshops for the benefit of all employee groups.** (VI C)
   FACC Chapter Officers, Community College Presidents

To Be Completed by the End of September 1995

1. **Develop a plan to fund state-wide international programs.** (III C)
   FACC Board of Directors, FACC Ad Hoc Committee, SBCC, Council of Community College Presidents

To Be Completed Prior to Convention 1995

1. **Encourage a long range legislative program that calls for equitable allocation of state funds for all community colleges and for all community college groups, i.e., salaries and benefits.** (VI A)
   FACC Board of Directors, FACC Legislative Committee, Division of Community Colleges, Council of Community College Presidents, FACC Legislative Consultant, College Legislative Liaisons, FACC Executive Director

2. **Achieve a common calendar that includes professional development workshops on all campuses during the FACC convention.** (VI D)
   FACC Board of Directors, FACC Chapter Officers, Council of Community College Presidents, SBCC, Division of Community Colleges
3. **Develop state-wide council of education system associations.** (VII A)
   FACC Executive Director, Division of Community Colleges, Commissioner of Education
4. **Invite formal agreements with all educational systems.** (VII E)
   Division of Community Colleges, Commissioner of Education, Council of Community College Presidents, SBCC
5. **Identify "cross-over" projects on the state and national level.** (VII E)
   FACC Board of Directors, FACC Commissions, Division of Community Colleges, Council of Community College Presidents, AACJC

To Be Completed by the End of December 1995

1. **Attain full administrative support for FACC activities.** (VI A)
   FACC Chapters, FACC Board of Directors, Council of Community College Presidents, FACC Executive Director, College Administrators and Supervisors

CONCLUSIONS

It is important to point out many references to the need for participation from outside groups. We are, after all, community colleges and there should be a reciprocal involvement between the system and the Florida community. Economic development, international education and high technology are all prime topics for Florida's future.

Florida's changing workforce accentuates the issues of minority enrollments and retention; opportunities for skill development for women, minorities, older persons, and handicapped; and the need for basic literacy skills for survival for our population.

It is the intent of the FACC Board of Directors by the preparation of this plan to broaden the perspectives, increase the dedication and enhance the professionalism of all of our members. We believe that by putting this plan in print we have committed our FACC members to those goals and we have further committed the Association to its partnership with the Council of Community College Presidents, the Division of Community Colleges and the State Board of Community Colleges. As you can see, from the topics included in this report there are many potential offshoots of this plan. You will see, in the next year as the FACC Planning and Development Committee reviews the plan, that new goals will be added and emphasized, particularly as currently identified goals are achieved or major progress is made in that direction.

FLORIDA'S COMMUNITY COLLEGES

Brevard Community College
Maxwell C. King, President

Broward Community College
Willis N. Holcombe, President

Central Florida Community College
William Campion, President

Chipola Junior College
Jerry Kandzer, President

Daytona Beach Community College
Philip Day, President

Edison Community College
David G. Robinson, President

Florida Community College
at Jacksonville
Charles Spence, President

Florida Keys Community College
William A. Seeker, President

Guif Coast Community College
Robert McSpadden, President

Hillsborough Community College
Andreas Paloumpis, President

Indian River Community College
Ed Massey, President

Lake City Community College
Kay E. Heimer, President

Lake-Sumter Community College
Carl Andersen, President

Manatee Community College
Stephen J. Korcheck, President

Miami-Dade Community College
Robert H. McCabe, President

North Florida Junior College
William McCoy, President

Okaloosa-Walton Community College
Robert Richburg, President

Palm Beach Community College
Edward M. Eissey, President

Pasco-Hernando Community College
Milton O. Jones, President

Pensacola Junior College
Horace E. Hartsell, President

Polk Community College
Maryly VanLeer Peck, President

St. Johns River Community College
Robert L. McLendon, Jr., President

St. Petersburg Junior College
Carl M. Kuttler, Jr., President

Santa Fe Community College
Larry Tyree, President

Seminole Community College
Earl S. Weldon, President

South Florida Community College
Catherine P. Cornelius, President

Tallahassee Community College
James Hinson, President

Valencia Community College
Paul C. Gianini, Jr., President

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